CANADIAN RURAL PARTNERSHIP

Pilot Projects: Success Stories and Lessons Learned

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This document summarizes the first round of the Canadian Rural Partnership's Pilot Projects Initiative. It is intended to help you, community leaders and other interested parties, to learn from the successes of, and lessons learned by, other communities—to get a feel for the difficulties that project proponents faced and overcame.

Since the first round of the Pilot Project Initiative began in 1998, 321 projects have received funding. These projects ranged from municipal councillor training in the Northwest Territories to on-farm composting in Nova Scotia. The Initiative was allocated $12 million over four years ($3 million per year).

The Pilot Project Initiative is best understood as part of the federal government's larger initiative, the Canadian Rural Partnership. The Partnership supports rural community development by adopting new approaches to rural community issues and encouraging the development of local solutions to local challenges. It aims to better equip rural and remote communities to compete in the global economy, so these communities can further contribute to the growth and stability of Canada.

The Partnership represents a new way for the federal government to serve Canadians—what is called a horizontal approach. The government is coordinating the efforts of *all* federal departments that impact on rural and remote Canada. This will increase the effectiveness and quality of our service.

The Partnership's mandate is to listen to Canadians living in rural areas and respond to their concerns by adopting new approaches and practices. For example, since 1998, we have engaged Canadians through an ongoing "Rural Dialogue" that is helping the government learn about rural Canada's priorities.

In this Dialogue, Canadians from rural and remote areas identified 11 priority areas where the federal government can have a significant impact. They are:

- improving access to federal government programs and services for rural Canadians,
- improving access to financial resources for rural business and community development,
- providing more targeted opportunities, programs and services for rural youth, including Aboriginal youth,
- strengthening rural community capacity building, leadership and skills development,
- creating opportunities for rural communities to maintain and develop infrastructure for community development,
- connecting rural Canadians to the knowledge-based economy and society, and helping them acquire the skills to use the technology,
- strengthening economic diversification in rural Canada through more targeted assistance,
- working with provincial and territorial governments to examine and pilot test new ways to provide rural Canadians with access to health care at reasonable cost,
- working with provincial and territorial governments to examine and pilot test new ways to provide rural Canadians with access to education at reasonable cost,
- fostering strategic partnerships, within communities, between communities and among governments to facilitate rural community development, and
- promoting rural Canada as a place to live, work and raise a family recognizing the value of rural Canada to the identity and well-being of the nation.

The Pilot Projects Initiative tests the effectiveness of this approach—an approach which coordinates government activities around citizens' priorities. The projects have provided Canadians in rural areas with a unique opportunity to develop their own community-based solutions to specific challenges. We stress the local nature of the projects—one size does not fit all when it comes to such solutions. The projects are being carried out by communities in partnership with all levels of government: federal, provincial and municipal, as well as other community partners. The Initiative is in its final round of funding.

The main objective of the Pilot Projects Initiative is:
To promote sustainable community development in collaboration with the private sector, voluntary sector and all levels of government.

By community development, we mean a community's ability to:

- manage change,
- resolve conflicts,
- deal with different institutional cultures,
- act in a coordinated manner, and
- foster cooperation.

Yes, these are theoretical concepts, but in fact, many pilot projects have the potential to further sustainable community development!

Conclusions and Lessons Learned

Based on interviews with, and evaluation forms completed by, the project proponents, 80 per cent of projects achieved all or part of their original objectives with tangible results. Most of the projects continue to have an impact on their community well after the pilot ended. In particular, those projects with objectives related to community capacity building, such as empowering people, expanding knowledge, communication and infrastructure, were, for the most part, realized.

Other good news is that there was a high response rate to being evaluated—90 per cent of proponents agreed to an evaluation of their project, suggesting they had pride in their achievements. Most proponents said they were confident their groups could work together again. Overall, there was a mood of success, one that is instilling a new confidence in some communities to take on challenges.

Only a few projects reported difficulty achieving all of their objectives. However, it should be noted that in many cases, the project had overstated its objectives, substituting the objectives of a long term plan for those of the pilot project. In most of these instances, the project still helped significantly in realizing the larger goal.

Characteristics of Successful Projects

The projects that achieved all of their objectives tended to have certain characteristics in common:

- a profound understanding of the community's needs,
- tightly defined objectives,
- strong community support or previous community visioning work that gave evidence of such support,
- a clear view of who would be using the project's products or services,

- strong leadership involved in the project, especially someone with specific expertise in the service, product or technology the project focused on developing,
- an active communications network that kept all project participants abreast of developments and meetings,
- sufficient start-up time allotted, and
- a willingness to devote time and resources to a project-specific tool that would offer specialized help such as a training course, focus groups or hiring a specialized company.

Challenges and Recommendations

While proponents learned specific lessons from their own project, some common "lessons learned" emerged. One recurring problem was getting the cooperation and support of local groups. Some projects overestimated the community's need for a product or service, or underestimated the amount of time needed to achieve community consensus on an issue. Other proponents weren't able to match the right person to the right job. Several projects lacked specific expertise at critical times.

It is recommended that proponents ensure that:

- the necessary community support and consensus on issues is present,
- the analysis of the community's need for the pilot is well supported,
- the right person is available for the proposed tasks,
- the objectives fit within the proposed budget, and
- a municipal official sit on committees, if possible.

Post-funding Activity

Most of the projects generated post-funding activities. In some cases, the pilot projects were funded to investigate and adapt technology or a concept to local conditions. Depending on the adaptability of the technology or product, one of three things happened: either the project moved forward into the demonstration sites (the sites set up to show the use of the technology to the community), or new enterprises or organizations were set up to continue the work, or the whole idea was terminated because it was not possible to adapt the technology to the conditions.

In two instances where it was not possible to adapt the technology, the proponents continued to explore possibilities with the technology. One example was the Cod Farming Technology equipment which was transferred to another coastal part of Newfoundland and used for cod farming in that region.

These pilot projects demonstrated the importance of exposing communities to the technologies or economic diversification possibilities, even if the results were not in perfect sync with the objectives. Just seeing the pilot in action opened the community's eyes and showed them what was possible.

The following projects are but a few examples of the many projects funded through the Canadian Rural Partnership's Pilot Projects Initiative. They represent a cross-section of the types of project funded throughout Canada.

The results outlined in this document are largely based on an evaluation of Round One (1998–1999) pilot projects (JAPA International Limited, July 2001).

Northern Exposure Gift Company
(BC-0059-1998-E)

The Northern Exposure Gift Company is a marketing corporation in the Peace Laird region of British Columbia. The company was established to assist local artisans and small manufacturers in their marketing endeavours. It assesses their products for marketability, test-markets their products, and trains local producers on a variety of topics. Its ultimate goal is to assist producers in becoming self-reliant.

This project built on survey work conducted in conjunction with the Community Futures Development Corporation to establish the size and nature of the artisan and manufacturing sector in the Peace Laird region. The Community Futures Development Corporation offered several workshops for their clients in the areas of labelling, packaging, woodworking techniques, material versus product costing, and marketing. Expertise was also provided on an individual basis on product design, research, loan, and business planning.

One of the most exciting aspects for participants is the adjudication of products. This process involves carefully examining a product with respect to its marketability. Sometimes design changes are suggested, until the producer has a product that the Northern Exposure Gift Company can market test. The Northern Exposure Gift Company then places an order with a six-month contract, providing the producer with direct feedback on how well their product is selling. At this stage the producer can either go on their own or continue to sell through the marketing corporation.

Results achieved to date include adjudicating over 200 products from 250 small manufacturers and test-marketing over 85 different products. Sales reached $500,000 in the spring of 2001.

Partnerships

This pilot project has benefited from contributions from Human Resources Development Canada, Forest Renewal British Columbia, the Science Council of British Columbia, Sci-Tech North and the Community Futures Development Corporation. The total cost of the project was estimated at $267,844. The Canadian Rural Partnership provided $50,200.

Transferability

Other regions of Canada have already enquired about this project. It can be replicated elsewhere if community support is strong and support systems already exist in the community.

Southern Ontario Aboriginal Business Service Network (ON-0033-1998-E)

The Southern Ontario Aboriginal Service Network's objective was to develop and test a business information centre. The centre focusses on improving awareness of, and accessibility to, business services, programs and regulatory requirements for the Aboriginal business community, including young Aboriginal entrepreneurs.

Various reports have identified business development as a way to improve the economic circumstances and self-reliance of Aboriginal peoples. These include the *Report of the Royal Commission on Aboriginal Peoples* as well as reports and surveys undertaken by Industry Canada and Statistics Canada. The latter show that three-quarters of Aboriginal businesses were willing to seek government help, but most were unaware of the business development programs and services available to them. In addition, most Aboriginal businesses are located in rural and remote settings and have difficulty accessing information. The objective, then, of the project was to create a "single window" approach centred on the needs of the Aboriginal business community, including Aboriginal youth, with a view to replicating it in other locations across Canada.

An Aboriginal Business Services Coordinator was hired to ensure the services provided would meet the needs of Aboriginal service clients. Four sites were equipped with computers and Internet access, and Canada-Ontario Business Service Centre links were made, to provide regional access to customized Aboriginal information services. A toll-free number was also put in place specifically to disseminate Aboriginal business information. A review and tailoring of existing Aboriginal business services in Southern Ontario was also undertaken.

Partnerships

This pilot project was developed at the regional level of the Canada–Ontario Business Service Centre. Through the cooperation and partnerships of various federal government departments and First Nations partners, including Aboriginal Business Canada, Human Resources Development Canada, Agriculture and Agri-Food Canada, the Canada–Ontario Business Service Centre, Aboriginal Capital Corporations, Aboriginal Capital Financial Development Corporations, the Two Rivers Development Corporation, the Tecumseh Development Corporation, the Indian Agricultural Program in Ontario and the Ohwistha Capital Corporation, the needs of the Aboriginal business community were identified and the pilot project succeeded in moving ahead with mechanisms to assist the Aboriginal business clientele.

The Canadian Rural Partnership provided $94,000, which was matched by funding from other federal departments.

Transferability

The pilot project was successfully replicated across Canada and there are now 25 Aboriginal Business Service Centres providing information to Aboriginal businesses.

For more information, see **www.cbsc.org/absn**. This site is the premier gateway for online government information to Aboriginal business people. It includes links such as: Hot Topics, Programs and Services specific to Aboriginal entrepreneurs, Aboriginal Business Directories, Small Business Toolbox, Interactive Business Planner, as well as links to other Aboriginal business information.

The Spirit and Practice of Business Thinking: A Training Workshop for Youth Entrepreneurs (PE-0009-1998-E)

This project offered training workshops and seminars to help young entrepreneurs who had been approved for funding from the Seed Capital Program, create and develop small- and medium-sized businesses in rural Prince Edward Island. They repeated previously successful training workshops which had targeted 40 youth entrepreneurs in the Seed Capital Program in 1997. The training was designed for early-stage entrepreneurs operating a business in a rural area.

The training continued to be offered as one element of the Seed Capital Program, which provides business support to young entrepreneurs.

The training focussed on what it takes to be successful in business. Specific topics included:

- personal inspiration and entrepreneurship,
- personal values and entrepreneurship,
- personal styles and interests (including personal typing tools and Strong Interest Inventory), and
- developing effective teams, communication and leadership.

The training was attended by 52 young entrepreneurs and provided an excellent opportunity for networking. They were held across the island in Morell, Kinkora, Mont Carmel and Tignish. The Mont Carmel session was delivered in French.

Good organizational skills were needed to coordinate the training activities to ensure that all relevant material was covered in the time available. While participants would have liked more time to study the training modules in depth, the use of case studies was considered beneficial.

Partnerships

Local economic development corporations were instrumental in providing names of prospective candidates for the training being offered through this project. Cooperation between the partners contributed to the high degree of satisfaction expressed by participants about the program.

The Canadian Rural Partnership provided $4,950, which was supplemented by approximately $5,000 from the Atlantic Canada Opportunities Agency.

Transferability

This project was successful in meeting the original goal of support to youth entrepreneurs and could be replicated in other rural communities. In Prince Edward Island, this service has continued with assistance from business counselling services and local economic development corporations.

Co-operative Education and Community Development (QC-0030-1998-F)

The Agro-Forestry Association in Granite, Quebec conducted a feasibility study on establishing a "Maison Familiale Rurale" in 1997 as an alternative method of providing secondary education to young people and adults interested in the agro-forestry sector in their communities. This approach was seen to offer an inclusive education which would ultimately integrate youth into the local economy. The community had done the background work and was ready to implement its own Maison Familiale Rurale.

Developing a Maison Familiale Rurale involves parents partnering with professional educators to incorporate rural resources, such as forestry and agriculture of the lower St. Laurent region, into the academic curriculum.

The objectives are to ensure:

- high academic standards,
- proper professional preparation for the work place,
- an education in a caring environment that allows youth to blossom and fosters awareness of others and the world, and
- the learning of teamwork, tolerance, autonomy and responsibility.

This project centred on planning, supervising and putting in place the necessary structures for the Maison Familiale Rurale. Its activities included securing professional and technical support, including accreditation from the provincial ministry of education.

The Maison Familiale Rurale believes the students will achieve better academic results, significantly lower drop-out rates and better training for employment in their local communities. Over $130,000 was raised to continue the program in subsequent years. Three teachers have been hired.

Partnerships

Although there is much local support for this alternative approach, significant hurdles had to be overcome, some stemming from the highly structured nature of the education field. To try and deal with these, it is important to establish strong partnerships during the start-up phase, and to keep partners informed through the various stages of the project. Also, the support of the local municipal officials can contribute significantly to success.

The project partnered with the local agro-forestry committee, the agriculture producers' union, the University of Sherbooke, Community Economic Development for the Quebec Regions, National Centre for Pedagogy, the Maison Familiale Rurale and provincial government departments. The Canadian Rural Partnership contributed $51,000.

Transferability

The concept of Maison Familiale Rurale is a proven alternative approach with much success in other countries. This project can be repeated in other rural and remote parts of Canada.

Yukon Lodgepole Pine Wood Attributes Study (YT-0064-1998-E)

The Yukon Lodgepole Pine Wood Attributes Study aimed to gain a better understanding of the basic characteristics of Yukon's lodgepole pine forests.

In April 1998, wood scientists, engineers and foresters from agencies such as the Forest Engineering Research Institute of Canada, Forintek Canada Corporation and the Pulp and Paper Research Institute of Canada, met with Yukon Economic Development and the Yukon Forest Commission to develop a study plan for Yukon's forest resource. The study was aimed at helping forest-product companies link the characteristics of the raw material with the requirements of the market and adjust their processing methods and technologies accordingly. The Yukon government also wanted more benefits to accrue to Yukoners from forest harvesting, as well as to assist the industry in increasing local value-added work.

A two-phase research program was undertaken. First, the existing body of research on lodgepole pine was evaluated. The project proponents then sampled and lab tested Yukon wood to assess its characteristics. Two graduate students from Vancouver were hired to conduct the field research on branch size and density.

The information obtained by the study was the opposite of what was originally anticipated. The average branch sizes were below the species average. As a result, the value-added potential requiring a specific wood density and branch size to give superior strength did not exist, and the wood products that had been identified in preliminary studies did not prove viable. However, the smaller sizes make good finishing products, such as panelling, casings and mouldings, which require a high recovery from small logs.

The study resulted in a large technical report which is being used by the wood-products sector. While there was some scepticism about the usefulness of such a study being done for this project, the results showed the tangible benefits of research. The report allows interested parties to make informed decisions about this particular natural resource based on valid scientific data.

Partnerships

The various partners in this project worked together to overcome technical and geographic problems, and to obtain information useful for achieving the original goal—determining the characteristics of lodgepole pine and its potential market uses. This information became part of the larger Yukon Forest Industry Strategy. First Nations also took part in the analysis and are now long-term partners in this important aspect of land management.

The Canadian Rural Partnership provided $16,000 which was matched by $16,000 from the Yukon government.

Transferability

The content of this project and resulting report is specific to Yukon lodgepole pine. However, the aspects of cooperation and information between partners—governments, industry, academic institutions and First Nations—are applicable to other types of collaborative projects.

Micro-Business Lending Service In Rural Newfoundland and Labrador (NF-0004-1998-E)

The goal of this project was to create a business credit group to provide loans and advice to very small-business owners and self-employed individuals. Its clients include home-based businesses, often one-person and part-time operations.

In 1997, the Newfoundland–Labrador Federation of Co-Operatives started a project called the Micro-Business Lending Service (MBLS) that assists individuals to pursue or continue self employment opportunities. The project consists of two main services: lending assistance and an advice network. MBLS is delivered through partnerships with local community development agencies and financial institutions across Newfoundland.

The MBLS assists these businesses to obtain small loans ranging from $500 to $5,000. The MBLS assumes the risk for these loans and the funds are provided by local banks. These loans are covered by $500,000 from the co-op sector and $500,000 from the Province of Newfoundland and Labrador.

The MBLS also established peer groups to serve as a business credit group. These peer groups act as an educational and advice group where business people share ideas and provide guidance to each other. The peer group also monitors the loans, tending to minimize loan losses out of commitment to the others. The program has a three per cent loan loss ratio. Repayment of loans tends to come from recipients' other income sources rather than from the businesses themselves.

The program provides services through its nine regional projects. It is operated by a staff of twelve full and part-time employees. Since inception, the MBLS has processed 250 loans for a total value of between $300,000 to $325,000.

This project offers four services to micro-business owners:

- provision of loans
- peer counselling
- one-on-one counselling by a co-ordinator
- marketing and business networking

One key lesson learned by this project was the importance of selecting good coordinators and staff. Their experience level is critical to the success of the project.

Partnerships

Partnerships between community groups, other levels of government and the private sector have been integral to this project. Total funding for the 1998/99 year was $500,000. The Canadian Rural Partnership provided $100,000 from a total budget of $270,000 in the 1998/98 year, funding four specific programs of the MBLS along with Human Resources Development Canada, Atlantic Canada Opportunity Agency and various economic development co-ops. The project continues today thanks to the on-going financial support of $500,000 provided by various government and co-op groups.

Transferability

This project could be replicated elsewhere in the country, with sufficient outside support.

Marieval Youth Enterprise Development Centre (SK-0045-1998-E)

The Marieval Youth Enterprise Development Centre is a partnership promoting cross-cultural business opportunities.

Using a resource library, workshops, training, access to computers and the Internet, the centre offers assistance to young people from First Nations communities and surrounding areas in learning business skills, and creating and pursuing self-employment and small-business opportunities.

The goals of the centre are to:

- encourage community development through partnerships among the First Nations communities, other communities, economic development agencies and government agencies,
- develop entrepreneurial skills and a sense of community belonging among youth,
- provide a youth business resource centre (on the reserve) that offers services to both the Aboriginal and non-Aboriginal communities, and
- develop a healthy sense of community and co-operation among the Aboriginal and non Aboriginal groups.

Assessment of the Program

The central focus of this project has been to promote youth entrepreneurship. However, the project has moved towards providing skills upgrading to enable youth to pursue further training.

Local management teams have been trained to operate the facility, and partnerships between various groups have been established, facilitating business start-ups and economic development. Over 100 young people, including students from various schools, have made use of the facility so far.

Partnerships

This initiative has fostered strong relationships among First Nations communities, other communities, regional economic development agencies and government agencies. These partnerships are continuing.

Financial contributions of $231,000 were received for the project with $100,000 coming from the Canadian Rural Partnership. Other contributors include: The Marieval Rural Economic Development Association; Indian and Northern Affairs Canada; Human Resources Development Canada; The Can/Sask Training Centre; The Ventures Community Futures Development Corporation; and the Bank of Montreal.

Transferability

A policy and procedures manual, formal job descriptions and administrative reports have been developed in order to allow this model to be replicated in other regions.

On-Farm Composting In Nova Scotia
(NS-0010-1998-E)

This project involves an innovative method of on-farm composting that offers spin-off environmental, community and economic benefits. Residential, industrial, commercial and institutional organics are combined with organic farm waste to produce a finished compost product that can be used as a soil amendment.

The project began in 1997, when a local farmer started to compost farm waste. The original aim was to divert 50 per cent of farm waste. This goal was exceeded and 80 per cent of waste is now being diverted.

Five pig and chicken farmers in Nova Scotia participated in this project by providing 600 to 700 tons of waste each, annually. A large concrete pad was built to serve as the compost unit. The project determined the effects of using waste such as produced compost, and assessed possible economic opportunities. It focussed on generating a marketable product and developing a business model that others could use. Cost-saving factors such as decreasing tipping fees for industry and exploring revenue opportunities for farmers were considerations.

An interesting set of changed behaviours occurred as a result of this project. Residents and businesses became more aware of waste and what could be done to reduce its total volume. It was found that farmers would rather not discuss farm waste as it was seen to be a negative topic for citizens. The farmers that participated in this study saw the value of waste reduction and "got on board" out of a sense of pride and the realization that there could be tangible economic benefits for them.

Partnerships

Partnerships were an integral part of this project as it required the cooperation of farmers, businesses and residents. The project was completed in March of 1999 with a total funding of $90,000, $30,000 of which came from the Canadian Rural Partnership.

Transferability

This project was conducted and funded as a test research pilot but it was concluded that a business could be built on this concept, one that would allow for possible replication elsewhere. Waste reduction and the effect of farm waste on water quality are of concern to many communities across the country.

Successful replication requires a willingness to partner between agricultural sector and the community. Technical assistance and a compost site approved by environment officials is also required.

The model has been replicated with private sector money elsewhere with varying degrees of success. There are limits to the production scale of a compost site and therefore limits to the potential for profitable private sector stand-alone sites.

Internship For Young Leaders (ON-0038-1998-E)

The goal of this project, implemented through a partnership between the University of Guelph and the Junior Farmers' Association of Ontario, was to fill leadership gaps in rural Ontario by educating young people as interns in agricultural organizations. Organizers of the program were concerned that only 15 per cent of farmers are under 30 and that leadership in the sector is dominated by the older generation. They see the program as a way to help breed new blood for future farm leadership.

Interns were trained on these subjects:

- basic management and leadership skills,
- practices and responsibilities of representative boards,
- legislative government in Canada,
- the decision-making process of organizations, and
- the significance of leadership from a personal, organizational and societal perspective.

This training was accomplished by means of workshops, mentoring and the development of a program manual. It offered an opportunity for youth to participate directly in boardroom discussions with rural community organizations, thus gaining valuable work experience, leadership skills and exposure to a professional environment. Thanks to the project, local community organizations have changed their board procedures to include local youth.

The youth participate in the Internship For Young Leaders program for one year. The program is a possible bridge between adolescent programs such as 4-H and more mature Advanced Agricultural Leadership Programs.

To date, the successes of a few former interns have been tracked. One program graduate ran for office to gain a seat on his provincial commodity organization, one shared a board directorship with his former mentor and another sought a position on his board as a youth/student representative.

Many of the interns have expressed interest in taking part in a second internship and several extended their terms into the summer months.

Youths accepted into the program are between the ages of 18 and 30.

Partnerships

Partnerships were formed between 25 mentoring organizations, the University of Guelph and the Junior Farmers' Association. These relationships are still in place and internships are continuing. Local community organizations have stepped in to help sustain the program.

Of the program's total funding of $140,300, $74,300 came from the Canadian Rural Partnership. Other sources of financing include in-kind donations from mentoring organizations and tuition paid by the interns themselves.

Transferability

This program can be easily duplicated and applied to other communities. Study materials, including a curriculum manual and a working text of material, were developed.

Aboriginal Heritage Garden
(NB-0017-1998-E)

The Aboriginal Heritage Garden is a test model for the commercial production and harvesting of medicinal and aromatic plants based on traditional Aboriginal remedies in northern New Brunswick. The plants are harvested in an outdoor greenhouse with the following goals:

- achieving economic self-sufficiency for the Eel River Bar First Nation,
- developing new economic opportunities by taking advantage of the current popularity of herbal remedies and folk medicines, in both Aboriginal and non-Aboriginal markets, and
- developing a skilled workforce and increased community capacity among young Aboriginals.

This project ran from April 1998 until March 1999 and focussed on the following activities:

- planting and harvesting in a small area,
- compiling a species catalogue of all local indigenous plants, and
- disseminating the project's results to the public through a conference and newsletter.

The Aboriginal Heritage Garden centre was scheduled to be completed and open to the public last year, but will not be ready until 2003. The delays are partly due to problems in receiving herbal information from native elders and difficulties in obtaining government support. The early interest and involvement of the Smithsonian Institute provided the credibility to get the project underway.

Developing this centre involves not just constructing buildings but also language training for employee-participants. There is an extensive education component, in that participants attend a college program for four years, studying herbal plants. The Aboriginal Heritage Garden now provides three full-time jobs and 15 seasonal jobs.

The program has had a positive effect on those involved both from an employment and educational standpoint. Knowledge of plants, Aboriginal life and the increased native language knowledge and awareness of culture and tourism opportunities are some of the primary benefits of this program. Once the centre opens, the on-going transmission of cultural knowledge to the general public will also be a benefit. The centre also notes that alcohol and drug abuse has declined for the direct employees and their families.

This project will benefit from site visitation fees although on-going support from other sources will likely be required to fund the on-going operation. As the centre will be situated 70 miles from Bathurst and 20 miles from Campbelton, a strong advertising and promotional program will be needed to generate the customer flow required.

Partnerships

Strong relationships were developed between groups and organizations within the community, outside organizations, other levels of government and the private sector.

The total funding for this project will be $9.3 million. Major funding partners include the Province of New Brunswick, Atlantic Canada Opportunities Agency, Indian and Northern Affairs Canada, First Nation Forestry, Human Resources Development Canada and Friends of the Aboriginal Heritage Garden. The Smithsonian Institute and the Canadian Museum of Nature are also involved in this project but do not contribute funding.

The Canadian Rural Partnership contributed $49,000 in the 1998/99 year and $123,000 in total since this project began.

Transferability

While this project could be implemented in other regions where the necessary local natural resources exist, it represents a major investment across several levels of government.

Councillor Training and Networking Project
(NT-0062-1998-E)

The Northwest Territories Councillor Training and Networking Project aimed to orient newly elected Community and First Nation councillors to their roles and responsibilities, and help them access additional resource materials. The method chosen was a CD-Rom.

Two groups of experienced councillors attended a three-day session to input into the design and content of the CD.

The final version of the CD, entitled "More than Dogs, Ditches and Dumps", included the following sections:

- roles and responsibilities of councillors and staff,
- dealing with finances,
- understanding conflict of interest,
- communicating with others,
- running a meeting;
- dealing with community concerns,
- legislation and policies,
- by-laws and resolutions,
- leadership skills,
- organizational structures, and
- links to resource documents and Web sites.

Five hundred CDs were distributed to community and First Nations councillors across Nunavut and the Northwest Territories. Orientation sessions were given where necessary by the regional staff of Municipal and Community Affairs.

Partnerships

The newly-elected councillors benefitted from this project by learning new technologies. As a result, they were better able to network and access relevant resources. The government partners in this project worked together, building on existing infrastructure, to provide better service to rural and remote communities through training and orientation in governance.

The Canadian Rural Partnership provided $80,500, which was supplemented by $70,000 from the Department of Municipal and Community Affairs of the Northwest Territories, the Department of Indian and Northern Affairs and Human Resources and Development Canada.

Transferability

This method of promoting new skills and technology, and disseminating information on governance could be replicated in other rural and remote communities.

Drug Abuse Resistance Education Training
001-STK

This drug education program is geared towards decreasing substance abuse and related crime by educating youth in rural Alberta. RCMP officers are trained to present information sessions on drug abuse resistance education to grade six students. The officers then visit participating schools and instruct the students in a seventeen-week (one hour per week) program.

Prior to Canadian Rural Partnership funding 138 RCMP officers were delivering the service to over 18,000 students. Canadian Rural Partnership funding allowed for the instruction of an additional 105 officers. This has gone a long way to helping RCMP detachments in Alberta reach their goal of increasing coverage by 100 per cent.

Although presumably communities will see a lower incidence of substance abuse and drug-related crime in the long term, it is necessary for the students currently being instructed to mature before this can be verified. Many officers could relate at least one story where the program has made a difference.

Partnerships

Partnerships have been formed between local community youth groups, schools and police divisions across the country. These relationships are strong and continue to this day.

The Canadian Rural Partnership provided $37,500 to this project. Day-to-day costs are covered by the RCMP and nominal user fees are charged for in-class instruction.

Transferability

Based on the program's success in Alberta, this program can be implemented in other regions and has already taken place in British Columbia, Saskatchewan and the Northwest Territories.

Francophone Tourism Partnerships in Manitoba Rural Communities (MB-0039-1998-F)

This program developed package tours with a Francophone theme in 15 bilingual municipalities in rural Manitoba. It also funded over 25 smaller tourism-based projects of about $3,500 each, in the various municipalities.

Before the project began, each of the 15 municipalities decided to develop tourism projects through a "visioning" exercise. Tours, lodgings and Web sites (www.cdem.com) were among the projects the municipalities aimed to develop. All of these were developed, as were interpretation centres and other activities of tourist interest.

At the end of the year-and-a-half-long project, most of the 15 municipalities were ready to receive tourists. In addition, local artists had banded together to run craft shops, selling products depicting early French trappers and settlers, which also generated new jobs.

Marketing materials were developed for the various communities. The cost of marketing was reduced because entire communities cooperated. All communities become partners in promoting and initiating tourist events, and sharing in the revenue.

Despite a slow start to the project, the project was able to respond to local needs as required. At the planning stage, the proponents found it useful to bring together elected officials and community leaders. At the implementation stage, they were able to obtain the advice of experts as needed.

Partnerships

The success of this project was due to community commitment. The private sector, volunteer agencies and groups of concerned people from the communities originated the ideas and enthusiastically helped to implement their vision. Although the pilot project finished in December 2001, these partnerships continue to work to bring tourist into their regions.

The Canadian Rural Partnership provided just over $76,000, which was complemented with funding from the Manitoba government, Heritage Canada, and many in-kind contributions from the 15 municipal communities and volunteer agencies involved. Total contributions were estimated at $190,000.

Replicability

This project would be replicable in other rural communities that are interested in developing their own tourism theme. They would need substantial goodwill from the communities, the backing of elected officials and interest from the private sector. Francophones are now also working together on an Acadian Festival in Nova Scotia.